



**Pathways to
Prosperity Network**

AN INITIATIVE OF JOBS FOR THE FUTURE
AND THE HARVARD GRADUATE SCHOOL
OF EDUCATION

The Role of Intermediary Organizations in Work-Based Learning

Pathways to Prosperity Network

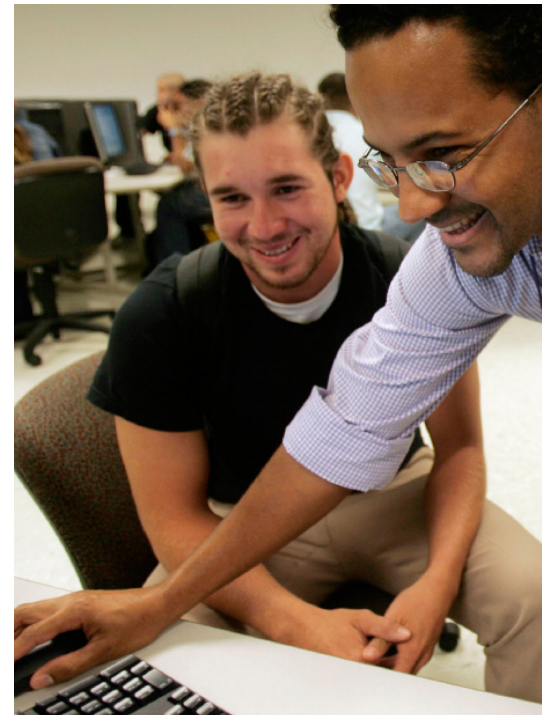
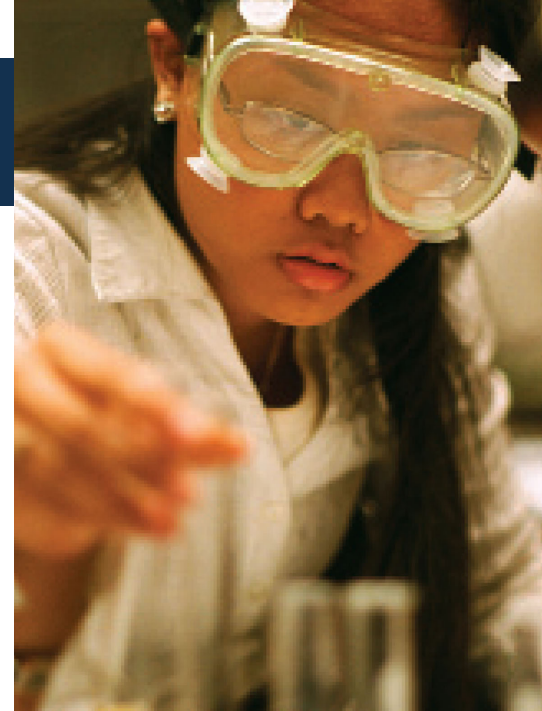
CHARLOTTE CAHILL

JOBS FOR THE FUTURE

***Northeast Missouri Pathways to Prosperity
Conference***

Hannibal, MO

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USING LMI TO ALIGN WORK-BASED LEARNING WITH THE LABOR MARKET

LMI is....

- Facts or statistics about jobs that help us understand the economy.
- Data collected from public sources used to describe trends and projections for standardized industries and occupations.

TOP INDUSTRIES IN NORTHEAST MISSOURI

Description	2013 Jobs	2023 Jobs	Change	2014 Wages, Salaries, & Proprietor Earnings	2013 Job Postings
Health Care and Social Assistance	9,421	10,902	1,481	\$32,066	1,601
Accommodation and Food Services	6,522	7,012	490	\$11,116	430
Retail Trade	10,750	11,493	743	\$20,965	414
Educational Services (Private)	2,194	2,690	496	\$24,397	389
Manufacturing	9,649	10,584	935	\$41,662	384
Transportation and Warehousing	2,939	3,637	698	\$42,895	351
Administrative and Support and Waste Management and Remediation Services	1,344	1,850	506	\$27,116	116
Construction	3,389	4,246	857	\$41,540	85
Wholesale Trade	2,991	3,527	536	\$45,257	84
Government	19,607	20,507	900	\$30,249	Not available

Data includes Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Ralls, Randolph, Schuyler, Scotland, Shelby, and Warren Counties.

Source: QCEW Employees, Non-QCEW Employees, Self-Employed & Extended Proprietors - EMSI 2014.2 Class of Worker and Labor/Insight Jobs (Burning Glass Technologies)

DETAILED TOP INDUSTRIES IN NORTHEAST MISSOURI

Description	2013 Jobs	2023 Jobs	Change	2014 Wages, Salaries, & Proprietor Earnings
Lessors of Residential Buildings and Dwellings	1,242	1,840	598	\$11,366
Colleges, Universities, and Professional Schools (Private)	1,611	2,097	486	\$27,013
All Other Motor Vehicle Parts Manufacturing	449	930	481	\$46,310
Crop Production	7,092	7,560	468	\$30,101
Local Government, Excluding Education and Hospitals	5,813	6,264	451	\$24,622
Investment Advice	599	1,032	433	\$16,086
Elementary and Secondary Schools (Local Government)	6,515	6,889	374	\$30,507
Residential Remodelers	541	889	348	\$24,983
General Warehousing and Storage	704	1,048	344	\$31,435
Electronic Shopping	883	1,219	336	\$13,703

Source: QCEW Employees, Non-QCEW Employees, Self-Employed & Extended Proprietors - EMSI 2014.2 Class of Worker

TOP IT OCCUPATIONS IN NORTHEAST MISSOURI

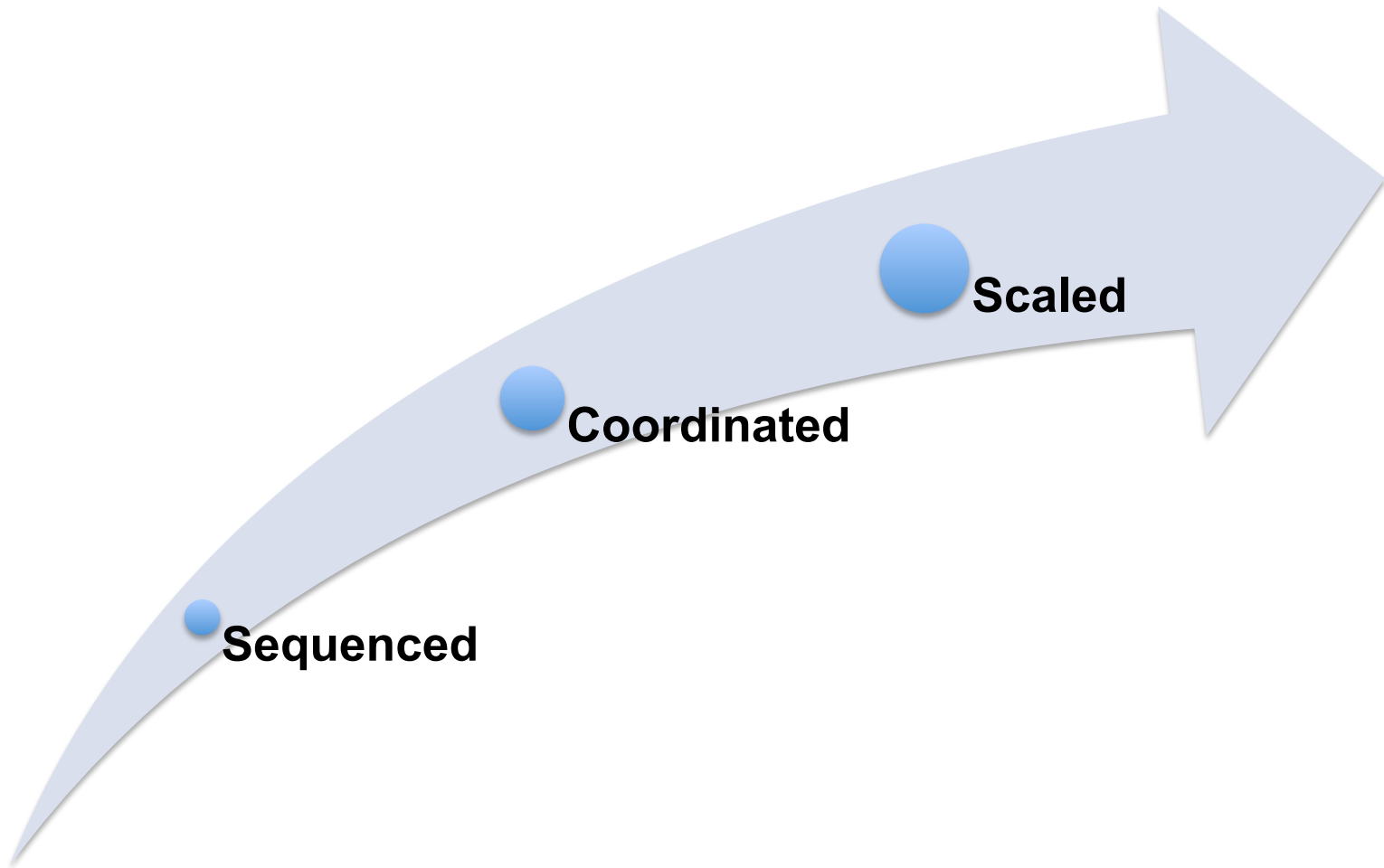
Description	2013 Jobs	2023 Jobs	Change	Annual Openings	Median Hourly Earnings	Education Level
Computer User Support Specialists	293	347	54	11	\$17.04	Some college, no degree
Computer Systems Analysts	123	167	44	7	\$31.10	Bachelor's degree
Software Developers, Applications	84	124	40	5	\$34.77	Bachelor's degree
Software Developers, Systems Software	26	47	21	3	\$67.65	Bachelor's degree
Network and Computer Systems Administrators	132	153	21	4	\$24.53	Bachelor's degree
Computer and Information Systems Managers	56	73	17	3	\$42.07	Bachelor's degree
Medical Records and Health Information Technicians	104	120	16	5	\$15.10	Postsecondary non-degree award
Computer Programmers	46	61	15	3	\$48.38	Bachelor's degree
Web Developers	16	24	8	1	\$39.57	Associate's degree
Computer Network Architects	21	29	8	1	\$29.66	Bachelor's degree

Source: QCEW Employees & Non-QCEW Employees - EMSI 2014.2 Class of Worker

TOP CERTIFICATIONS SOUGHT BY EMPLOYERS IN NORTHEAST MISSOURI

Certifications	2013 Job Postings
REGISTERED NURSE	318
CERTIFIED NURSING ASSISTANT	139
FIRST AID CPR AED	139
CDL CLASS A	103
COMMERCIAL DRIVER'S LICENSE	101
NATIONAL CAREER READINESS CERTIFICATE	81
BASIC CARDIAC LIFE SUPPORT CERTIFICATION	54
EMERGENCY MEDICAL TECHNICIAN	46
NURSE PRACTITIONER	44
ADVANCED CARDIAC LIFE SUPPORT (ACLS) CERTIFICATION	38
FORKLIFT OPERATOR CERTIFICATION	37
TEACHING CERTIFICATE	29
CERTIFIED MEDICAL ASSISTANT	27

EFFECTIVE WORK-BASED LEARNING STRATEGIES



SEQUENCED



**Less
intense**

**More
intense**

- Guest speaker
- Company tour/field trip/visit
- Job shadow
- Service learning
- Student-run enterprise
- Virtual apprenticeship
- Teacher externship
- Mentor/tutor
- Internship
- Project-related internship
- Authentic assessment

COORDINATED



PHOTOGRAPH Metro Early College High School

- Tools and handbooks
- Training and orientation
- Transportation plan
- Data collection
- Monitoring
- Evaluating

INTEGRATED WITH ACADEMIC AND TECHNICAL CORE

- Students in workplace get specific information to solve a problem
- Directly connected to academic or technical core class
- Students working on project to support a company, non-profit, government, etc.
- Interviews and surveys
- Guest speakers

ROLES OF EMPLOYERS



**Less
commitment**

**More
commitment**

- Advisory board member
- Set standards
- Provide project ideas
- Input on curriculum
- Champion/advocate
- Coach teachers
- Provide teacher externships
- Field trip sites
- Provide service learning
- Tutor/mentor
- Provide internship
- Evaluate student work

SCALED

- Strong advisory board
- Marketing plan
- WBL coordinators
- Data management system
- Intermediary
- Recognition



PHOTOGRAPH Metro Early College High School

INTERMEDIARIES IN A PATHWAYS SYSTEM

- **Necessary “glue” elements in a pathways system:**
 - A **anchor organization** that holds the vision, convenes key stakeholders, and establishes an accountability structure, which includes overseeing a **leadership entity** of key education, civic, employer, and community leaders who form a collaborative decision-making body
 - One or more **work-based learning intermediaries** that represent employers and link labor market organizations, employer organizations and education and community institutions to support student learning

WHAT IS A WORK-BASED LEARNING INTERMEDIARY?

- It is an organization (or organizations) that focuses on employer and industry engagement.
- It has dedicated staff that have contacts in the employer community and understands and represents their needs.
- It can be a current nonprofit taking on new roles or it can be a “built for purpose” organization
- It addresses the challenges and needs of work-based learning:
 - Employers and schools have different ways of doing business
 - Employers need a single point of contact to work with schools
 - Schools are not staffed to find and aggregate WBL opportunities
 - Districts must avoid duplication and competition with each other on efforts to engage employers

KEY OPERATIONS OF WBL INTERMEDIARIES

Know the labor market

- Collect data on key high-demand sectors
- Identify key employers
- Assess potential to work with high school/community college students

Develop WBL sequences (with education institutions)

- Match school-based preparation to workplace needs
- Work with employers and schools to develop appropriate job descriptions
- Ensure that educators understand purpose of WBL

Identify and reach out to key employers and sector organizations

- Do ground work to help employers understand needs and contributions of young people
- Develop selection protocols and job descriptions
- Train supervisors as appropriate

NOTE: This organization (or organizations) requires dedicated staff. It can be a current nonprofit taking on new role; it can be a “built for purpose” organization.

KEY OPERATIONS OF WBL INTERMEDIARIES

Broker and aggregate opportunities for sequence of WBL

- Distribute opportunities across education institutions
- Place students in short term in job shadows, internships
- Develop and place students in paid internships and apprenticeships using summer and after school time
- Set up IT capacity to monitor supply and demand (create a “barometer”)

Recruit high level, visible business champions (could go to hub/anchor organization)

- In coordination with Hub/Anchor Organization
- Carry out public events to champion participants
 - Convene business leaders to provide guidance to pathways and to develop WBL opportunities and agreements
 - Advocate for work experience for youth

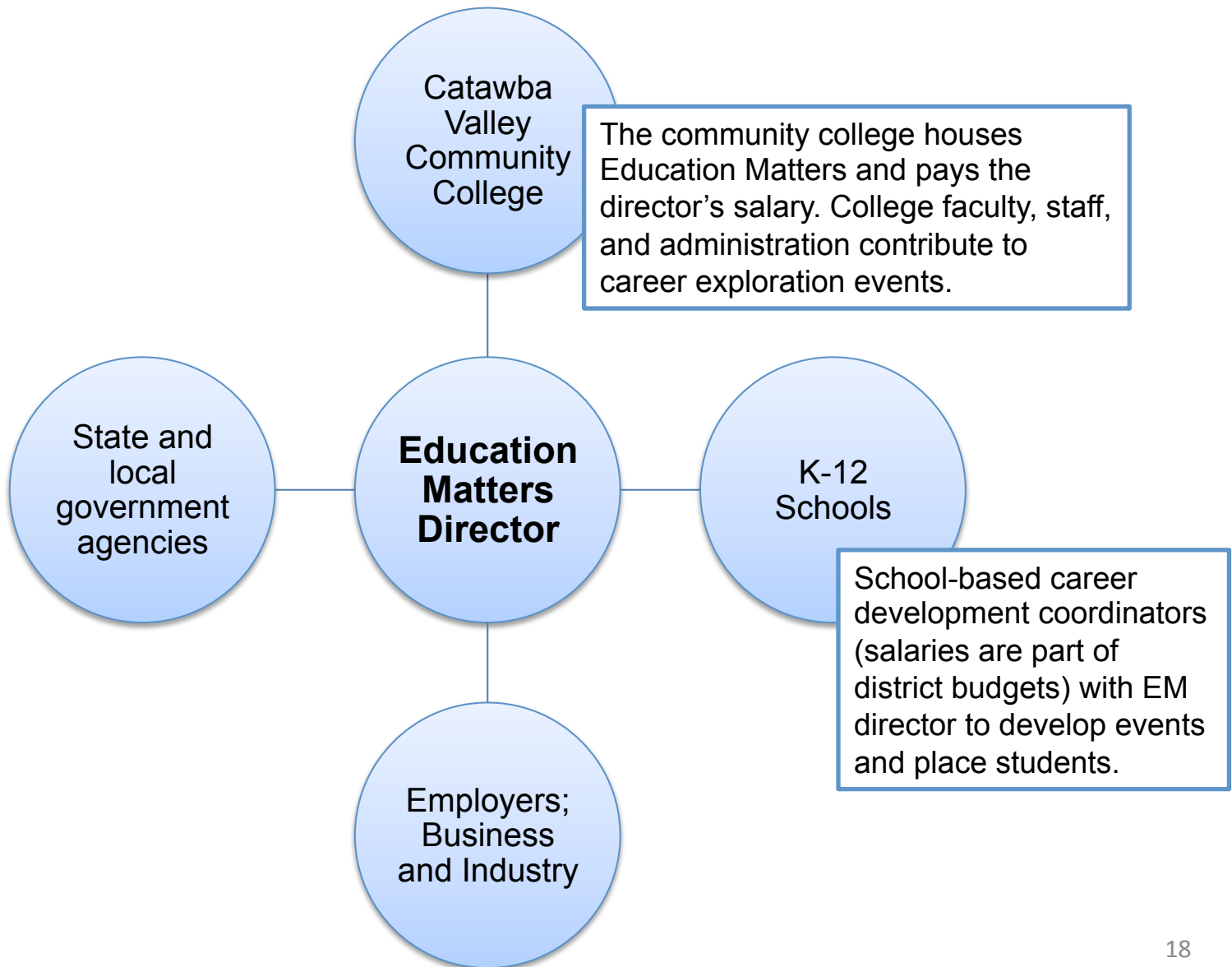
Reach out to and partner with CBOs

- Articulate needs for advising services and broker services
- Reach out to struggling youth and their families
- Engage CBOs and non profits in developing WBL opportunities

WBL INTERMEDIARY EXAMPLE 1: EDUCATION MATTERS IN CATAWBA VALLEY (NORTH CAROLINA)

- Education Matters (EM) provides work-based learning and career exploration and awareness opportunities to over 5,000 middle- and high-school students annually:
 - Tours of local employers in STEM industries for 8th graders
 - WorkKeys assessments
 - Career and College Ready Portfolio process for high-school juniors
 - Career Prep Conference for 150 high-school seniors
 - Business leader forum to familiarize high school seniors with career areas
- EM works to connect and strengthen partnerships among local schools and employers, Catawba Valley Community College, and state agencies
- Housed at Catawba Valley Community College; 1 FTE; annual budget of \$116,404

EDUCATION MATTERS: STRUCTURE AND STAFFING



WBL INTERMEDIARY EXAMPLE 2: THE BOSTON PRIVATE INDUSTRY COUNCIL (PIC)

- The Boston Private Industry Council (PIC) serves as both a WBL intermediary for Boston and as the city's WIB. Its school-to-career programs and activities include:
 - Brokering students into summer jobs and school-year internships – over 3,000 students placed in summer jobs and 345 employers participating in job and internship programs
 - Career specialists in 29 local high schools that connect students to WBL opportunities
 - Dropout prevention and recovery
- The PIC is a public-private partnership with Council members, who include prominent business, labor, higher education, government, and community leaders, appointed by the city's mayor. The Board of Directors, is elected by the Council members and guides the PIC's strategic direction.

THE PIC: KEY STAFF ROLES FOR SCHOOL-TO-CAREER PROGRAMS

Executive Director

Interface with community and stakeholders, public engagement, partnerships, development

Researcher

Metrics, labor market analyses and surveys, goal setting, evaluation

Work-Based Learning Director

Direct all school-based Career Specialists and sector-specific Account Managers of employer relationships

Career Specialists and Account Managers

Manage employer relationships and work-based learning placements

CONSIDERATIONS FOR DETERMINING CONFIGURATION

Choices

Pros

Cons

Build a new organization

Supports perception as honest broker

Costs to incorporate and maintain

Built for purpose and mission

Use existing entity to house intermediary staff or parts of the staff (e.g., WIB, Chamber of Commerce, Country Ed Office, CBO)

Do not need to build a new organization

May negatively affect perception as honest broker

Builds on existing capital and relationships

May be marginalized if unaligned with mission

Distribute Intermediary functions to several organizations in Phase I; build out functions over time either as new or in existing organization

Builds on existing capital and relationships

Diffusion of efforts and common approach

Provides time to evolve and enhance services

May be marginalized in other organizations if unaligned with mission

Costs of coordination across organizations

*Whatever the design, the intermediary functions should be housed at entities with a regional reach and mission



PATHWAYS TO PROSPERITY

MEETING THE CHALLENGE OF
PREPARING YOUNG AMERICANS
FOR THE 21ST CENTURY

PATHWAYS TO PROSPERITY PROJECT

 HARVARD
GRADUATE SCHOOL OF EDUCATION

FEBRUARY 2011

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